

TRANSMITTAL SLIP

DATE

TO:

Q/NRPS

ROOM NO.

BUILDING

REMARKS:

*Mtg, 3 Feb, 3:45,
to discuss MBO.
Bring copy of old
one.*

*Deadline on Attached
COB 9 Feb to DD/PAGE*

FROM:

ROOM NO.

BUILDING

EXTENSION

D/PERS

84-0534

JAN 31 1984

MEMORANDUM FOR: Deputy Director for Employment
Deputy Director for Policy, Analysis & Evaluation
Deputy Director for Special Programs
Director, Equal Employment Opportunity
Chief, Special Activities Staff
Career Management Office

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Office of Personnel Five-Year Plan

1. As I mentioned during the 12 January 1984 Staff Meeting, the Office of Personnel's Five-Year Plan has been completed. We should begin the development of detailed action plans and the establishment of milestones. In some cases this work was done when our Ten-Year Plan was prepared and those plans may need only some minor refinements to serve our purposes. If other case objectives need complete redefinition, action plans must be developed and milestones will have to be set. Broad objectives will need to be broken down into near-term, specific goals for smaller organizational units. I will leave it to you to determine how refined your objectives are. Keep in mind that while tracking progress we should be able to pinpoint problem areas without difficulty.

2. The first quarterly review of the Office of Personnel objectives will be held at 1330-1500 on Monday, 27 February, in the Director of Personnel's conference room (6N20) and will cover the October through December 1983 quarter. At least two weeks prior to the 27 February meeting we should schedule meetings to review those items which you think should be discussed with the DDA. In addition to discussing progress on major objectives, the DDA suggests that we use this forum to raise ad hoc issues which we think are significant and of interest to the DDA. This should also be an opportunity for mid-level managers to present briefings on their portion of the objectives. While I will task the OP Deputies to provide background information and progress reports on major objectives, I agree with the DDA that we should use this review process as an opportunity to allow subordinate managers to sharpen their briefing skills and provide the DDA with some working level insights into the OP operation of the MBO system. Each review with the DDA will last about an hour and one-half. The first hour will be spent briefing the DDA on our progress and the last half-hour will be used for discussion.

3. The OP Five-Year Plan has been annotated to show which of the DD's or other OP components bears responsibility for reporting. There are some objectives which will be assigned to more than one component for action-- "improve the quality of life for employees" is an example. Should the assignment of objectives not be clear, please contact [] to discuss the issue.

STAT

4. Please provide progress reports for the October through December 1983 period to [] OP Executive Officer, no later than 13 February 1984. Meetings will be scheduled to discuss your reports and to select items for the DDA briefings.

TAT

Robert W. Magee

Robert W. Magee


Distribution:

- 1 - DD/E
- 1 - DD/PA&E
- 1 - DD/SP
- 1 - D/EEO
- 1 - C/SAS
- 1 - CMO
- 1 - Chrono
- 1 - Subject

STAT

1 - [] Chrono
EC/OP/R [] 1a/1 Feb. 84

ADMINISTRATIVE

TRANSMITTAL SLIP		DATE 
TO: <i>C/HRPS</i>		
ROOM NO.	BUILDING	
REMARKS: <i>Pls bring to next OAG & STJ Mtg</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Five-Year Plan

Office of Personnel

I. GOAL

- A. Reestablish the Unique Requirements for CIA Personnel
- B. Improve the Recruitment Process
- C. Improve the Quality of Life for Employees
- D. Establish Consistency in Application of Agency Personnel Matters

II. DISCUSSION

III. ACTION PLAN

Responsible
OP Unit
DD/PAGE

I. GOAL

- A. Reestablish the unique requirements for CIA personnel.

II. DISCUSSION

Recognizing that the intelligence profession requires special people and methods, Congress, in 1947, granted the Director of Central Intelligence wide authority in personnel matters. In subsequent decades, this sense that intelligence people are special has slowly eroded. Central Intelligence personnel are now viewed more commonly as simply a part of the Intelligence Community rather than the unique class of people they in fact are. It has become increasingly difficult to deal with the special problems of Central Intelligence personnel. Congress and, in some instances, the Administration believe that the benefits sought for Central Intelligence personnel should apply to all members of the Intelligence Community. This is an erroneous view and ignores the reality of the constraints and requirements unique to Central Intelligence people. We should follow a strategy designed to reestablish the uniqueness of the personnel in this Agency and thereby gain latitude to use the DCI's authority for the benefit of our employees.

III. ACTION PLAN

~~The strategy should involve three basic steps:~~

- A. Specify with clear examples what it is that makes CIA people separate from others in the government, in general, and the Intelligence Community in particular.
- B. Engage in an educational campaign to demonstrate first to Agency management, secondly to the Administration, and finally to Congress why CIA personnel need special consideration.
- C. Assuming Step B is successful, prepare significant initiatives designed to validate the theoretical acceptance with real benefits.

PPS

Responsible
OP Unit

I. GOAL

DD/Employment B. Improve the recruitment process.

II. DISCUSSION

To perform its mission, Central Intelligence must be staffed by the best and the brightest the country has to offer. This requires that our recruitment process identify suitable applicants and process them expeditiously. Our goal must be to establish a pool of acceptable applicants in excess of actual anticipated vacancies.

III. ACTION PLAN

A. Establish a Deputy Director for Employment responsible for, and only for, all aspects of recruitment.

B. Strengthen the field recruiter function.

C. Hire a recruitment consultant from private industry.

D. Improve public relations/advertising activities.

E. Encourage staff and annuitant referrals.

(F) Explore participation in ROTC programs. *PPS*

G. Integrate the summer intern/co-op programs in the recruitment process.

H. Explore the possibility of expanding summer hires to particularly attractive university students who are not staff dependents. Explore the possibility of hiring the best candidates for work during the summer as an inducement to accepting staff employment.

I. Explore the possibilities of granting recruitment bonuses.

responsible
OP Unit

I. GOAL

C. Improve the quality of life for employees.

II. DISCUSSION

To enable all employees to achieve their maximum potential, we must ensure they feel they are employed by an organization which cares about their well-being. Providing job satisfaction to the employee is primarily a function of line management. The Office of Personnel must play a critical role in establishing an environment in which the motivational factors can operate.

III. ACTION PLAN

D/E, DD/PAGE,
D/SP

(A.) Improve communications within the Agency so ~~staff~~ ^{Agency} has a better understanding of our missions, policies, problems and achievements.

1. Explore use of various media to expand contacts with the staff.
2. Increase travel of senior OP personnel so they can learn firsthand staff views and explain personnel policy and actions.

DD/PAGE

D/SP

B. Prepare retirement supplemental package.

1. Hire a consultant to advise on the most appropriate retirement supplemental package.
2. Delivery by consultant of final recommended package.
3. Review of the package in Office of Personnel.
4. Executive Committee review and development of legislative strategy.
5. Introduction of supplemental to the Administration and subsequently to the Hill.

D/SP

C. Improve the insurance program.

1. Initiate review with an external consultant on existing benefits.
2. Development by consultant of proposed changes in benefits.

3. Review of consultant report within the Office of Personnel.
4. GEHA Board review of proposals.
5. Publicity throughout the Agency in preparation for the 1984 open season.

D. Improve service to Agency families.

1. Develop expanded program to assist EOD's assimilation into Washington.
2. Continue family liaison activities as appropriate.

E. Improve retention rate for employees.

1. Develop data on attrition rate by component.
2. Develop data on causes of attrition.
3. Prepare a strategic plan to improve the retention rate.

HRPS
DO AUBO

F. Expand EEO's activities.

1. Women.

- a. Develop data on number of women in the Agency, career tracks, grade profile, component distribution and attrition rates.
- b. Review data to determine steps which may be necessary to improve women career prospects.
- c. Implement the steps.

2. Ethnic minorities.

- a. Develop data on number of minorities in the Agency, career tracks, grade profile, component distribution and attrition rates.
- b. Review data to determine steps which may be necessary to improve minority career prospects.
- c. Implement the steps.

G. Establish Agency-wide policy governing dual careers. *PBS*

1. Collect and review material and other appropriate material pertinent to working married couples matter.
2. Prepare for OP review of report summarizing facts learned concerning working married couples and making recommendations as appropriate.
3. OP review of final study.
4. Executive Committee review of proposals.
5. Implement Executive Committee decision.

H. Study the Agency secretarial population to determine better alternatives to current practices. *PMCD*

1. Collect sample occupational data.
2. Analyze data and examine alternatives.
3. Prepare and forward recommendations.

I. Miscellaneous

1. In coordination with the Office of Training and Education, develop self-improvement courses for use by employees on off-duty time.
2. Provide foreign liaison/protocol assistance to components.
3. Expand ticketron to satellite buildings.
4. Explore expanding other EAA services.
5. Arrange open house days for overt Agency employees.
6. Develop procedures for handling sabbaticals. *SIS*
7. Issue employee benefit statements.

I. GOAL

- D. Establish consistency in application of Agency personnel matters.

II. DISCUSSION

While recognizing that various elements of the Agency have unique requirements which call for unique personnel practices, the Agency should, in general, apply its personnel policies consistently throughout the Agency. Employees should feel that matters affecting their personal lives will be guided by policies common to the entire population. In those cases where unique practices are justified, employees should be made fully aware of these unique practices.

III. ACTION PLAN

The following general subjects should be reviewed to determine if the policies should be consistently applied.

DD/PA&E

- A. Overtime. Are Agency overtime policies followed consistently and, if not, why not? *PM CD*

DD/PA&E

- B. Time-in-grade. Is there significant variation among components regarding time-in-grade? If so, why? *< HRPS/ID*

DD/SP

- C. Honor and achievement awards. Why are honor and financial awards handled separately? Is the awards system being implemented uniformly in the components? If not, why not?

DD/SAS

- D. Personnel Evaluation Board activities. Is a consistent policy followed in determining which cases should be sent to the PEB? Are PEB judgements consistent with past precedent? Are there changes necessary in the PEB system?

DD/PA&E, C/SAS

- E. Alien cohabitation. Is the cohabitation policy clear to all employees and is it being consistently applied? *PPS*

DIRECTORATE OF ADMINISTRATION GOALS--FY 1984

1. Personnel is the single most important resource of the Directorate. Our primary goal is to create a work environment where our people are encouraged to develop as individuals and are given the opportunity to attain full potential. We must maintain an effective career development system which motivates our employees and which maximizes the potential of each employee.

Each Office shall provide an effective personnel management system which is responsive to the changing needs of the Agency. Each Office shall develop programs which meet component needs, provide opportunities for intra-directorate career development experiences, include succession planning, and encourage EEO, affirmative action, and personnel training.

2. Each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. We must be attentive to the misuse of government facilities and services. We must retain an esprit de corps, a teamwork approach, and a deep sense of pride in mission and accomplishment to sustain our personnel not only throughout their Agency careers but also during their post-employment years.

3. The Directorate must provide support services in a prompt and efficient manner. Directorate support activities must be responsive, innovative, and timely. Our support efforts must enhance the efficiency of Agency operations and the accomplishment of its mission. We must maintain the mechanisms and infrastructure which are necessary to support covert action and anti-terrorist operational activities.

4. We must be prepared to meet unanticipated world-wide intelligence demands caused by a surge in collection or analysis efforts. We must maintain a flexible corps of personnel who are trained to respond quickly to our dynamic environment.

5. We must recognize our responsibility to provide a suitable working environment and we must use facilities and space effectively. Each manager shall give special attention to the cleanliness and safety of the working environment. We must recognize that health, safety, morale, efficiency, and productivity are interdependent. We must minimize the disruptions associated with office moves and we must strive for a smooth transition to the new Headquarters building.

6. All Directorate activities shall be conducted in an efficient manner with emphasis on streamlining activities by reducing waste, avoiding duplication of effort, using cost-savings techniques, and fully utilizing existing resources. We must be particularly attentive to the cost-savings, efficiency-type recommendations and studies undertaken by other government entities and private industry so that we are in a position to adopt those measures which are applicable to the Agency.

We must eliminate the potential areas of duplication which occur in providing services of common concern. We must be aware of services provided to our Agency by other government organizations. In addition, we must identify those areas which could be performed more efficiently by acquiring contractual services.

7. We must anticipate and aggressively pursue requirements and adopt improved mechanisms for inter- and intra-directorate coordination. We must maintain organizational discipline at all levels. We must recognize the sense of urgency associated with the Agency's overseas mission.

8. The Directorate must strive to exploit state-of-the-art capabilities and equipment. We must modernize and upgrade resources so that the Directorate will fulfill its missions and functions in a modern and efficient manner.

9. The Directorate must continue disaster/emergency planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. We must strive to establish operational redundancies in support services. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

10. Increased use of office automation and data processing resources must be anticipated and will enhance the performance of our mission.

11. Agency management will emphasize the need to investigate and possibly adopt reforms undertaken by other government agencies. In view of the changing environment, there will be a need to conduct studies and reviews to assure that the Directorate is operating in the most efficient manner.